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SOUTH CAROLINA FORESTRY COMMISSION

J. Hugh Ryan, State Forester

October 15, 1999

Mr. Les Boles
Director, Office of State Budget
1122 Lady Street, 12th Floor
Columbia, SC 29201

RECEIVED

OCT 15 1999

Budget & Control Board
OFFICE OF STATE BUDGET

Dear Mr. Boles:

Enclosed is the South Carolina Forestry Commission's Annual Accountability Report for Fiscal Year 1998-1999. In conducting our mission, the Forestry Commission has identified eight major program areas. These programs were prioritized based primarily on each program's overall impact to the health and productivity of forestlands in South Carolina. The commitment in financial and personnel resources dedicated to each program was also considered in assigning priority. Six of these program areas, collectively, make up the agency's Forest Landowner Assistance Program. Forest Landowner Assistance, State Forests and Administration are the three program areas listed in the agency's detailed budget.

Customer satisfaction and Total Quality Management continue to be given a high priority by the Forestry Commission. The Forestry Commission was the first agency to hire an Internal Process Improvement Auditor in an effort to make the agency more efficient in providing quality service to our customers. We were also the first agency to undergo the Malcolm Baldrige-based self-assessment, designed to identify our agency's strengths and areas for improvement. A Long-Range Strategic Plan was published and distributed to our employees and partners. Plans to implement the Strategic Plan are underway.

We are pleased to provide you with this year's Accountability Report, which details our efforts in serving our customers. Three printed copies of this report are enclosed. An electronic version of the report will be e-mailed to you. Please contact Cecil Campbell, Coastal Regional Forester, at 843-538-3708 if you have any questions concerning this report.

Sincerely,

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STATE DOCUMENTS

A handwritten signature in dark ink, appearing to read "J. Hugh Ryan".
J. Hugh Ryan
State Forester

JHR:ta:lcf

Enclosure

SOUTH CAROLINA FORESTRY COMMISSION
ANNUAL ACCOUNTABILITY REPORT
Fiscal Year 1998-1999

Executive Summary

The mission of the South Carolina Forestry Commission is to protect, promote, enhance, and nurture the forest lands of South Carolina in a manner consistent with achieving the greatest good for its citizens. The Commission will utilize Total Quality Management concepts in meeting its responsibilities. Responsibilities extend to all forestlands, both rural and urban, and to all associated forest values and amenities including, but not limited to timber, wildlife, water quality, air quality, soil protection, recreation, and aesthetics. The Forestry Commission shall have general and specific responsibilities for the promulgation and enforcement of laws and regulations related to protection of the forest and its associated values. The Commission shall be responsible for promoting and developing the appropriate technologies to accomplish its objectives, and for the development and promulgation of Best Management Practice Guidelines for South Carolina's forestlands.

In conducting its mission, the Forestry Commission has identified eight major program areas as listed in the table below. For this Accountability Report, the major program areas were prioritized based primarily on each program's overall impact to the health and productivity of forestlands in South Carolina. The commitment in financial and personnel resources dedicated to each program was also considered in assigning priority. Programs 1-5 and program 7, collectively, make up the agency's Forest Landowner Assistance Program. Forest Landowner Assistance, State Forests and Administration are the three program areas listed in the agency's detailed budget.

PROGRAM STRUCTURE, PRIORITY RANKING, AND COST

Priority Ranking	Major Program Areas	State Funds	Federal Funds	Other Funds	Total Funds
1	Fire Management	\$12,622,030	\$400,098	\$550,795	\$13,572,923
2	Forest Management	\$3,133,213	\$1,374,887	\$676,035	\$5,184,136
3	Information and Education	\$583,797	\$7,682	\$73,730	\$665,210
4	Law Enforcement	\$415,719	\$0	\$0	\$415,719
5	Environmental Management	\$211,794	\$95,901	\$0	\$307,695
6	State Forests	\$357,163	\$0	\$1,414,641	\$1,771,804
7	Nursery & Tree Improvement	\$301,935	\$211,399	\$1,143,245	\$1,656,579
8	Administration	\$1,325,441	\$0	\$4,400	\$1,329,841

Fire Management, the agency's highest priority program, provides a key function to the citizens of the state in the protection of life, property, and environmental values from wildfire through fire prevention, fire management education, and fire suppression. South Carolina experienced 6,615 wildfires during the fiscal year. These fires burned a total of 35,155 acres of forest and grassland. Only 5 wildfires exceeded 200 acres in size; the largest was a 480-acre blaze on Daufuskie Island. The agency processed 343,671 burning notifications. Cooperation with other emergency response agencies is critical and the Forestry Commission has cooperative arrangements with 11 fire and emergency management entities.

Forest Management, the agency's second highest priority program, is charged with promoting the enhancement, health and sustainability of South Carolina's forest resources. Programs within Forest Management include Urban Forestry, Forest Inventory and Analysis, Woodland Management Assistance, Insect and Disease, Forest Products Utilization and Marketing Assistance, Resource Conservation and Development, and the State Lands Management Program. Commission foresters provided 3,182 forest management plans covering 171,150 acres to the non-industrial private forest landowners in South Carolina.

The *Information and Education* programs promote forestry in South Carolina by educating youth, teachers, forest landowners, and the general public on forestry practices and the importance of forestry to the state. Harbison Environmental Education Forest, in Columbia, serves as a focal point for forestry education in the state. Environmental education is offered through several organized programs, such as the South Carolina Teachers' Tour Coalition, Project Learning Tree, and the Coalition of Natural Resources Education. Harbison's education staff and other SCFC employees conducted a total of 70 programs serving 4,463 participants: 56 programs were conducted at Harbison for 2,312 participants, and 14 programs were conducted elsewhere, for 2,151 participants.

The goal of the agency's *Law Enforcement* program is to prevent forest fires and timber theft and fraud through prompt investigation and enforcement. The Forestry Commission has 5 full-time law enforcement officers who concentrate on extended investigations and 57 limited-duty law enforcement officers who serve multiple roles in the agency's programs. This program has documented a dramatic increase in timber theft cases, from one case in 1991 to 59 cases in 1999. Forestry Commission officers cooperate with local, state, and federal law enforcement agencies in fighting forestry-related crimes.

Environmental Management is charged with promoting the environmental protection of South Carolina's forests and associated natural resources, including water quality, site productivity, endangered species, and unique ecosystems. Through the development of comprehensive Best Management Practices (BMPs), education of the forestry community, and monitoring of compliance with BMPs, the Forestry Commission serves as a benchmark for other State Forestry Agencies. The agency has documented an increase in compliance with the Commission's timber harvesting BMP guidelines, from 84% in 1991 to 92% in 1997. Documentation for site preparation BMP guidelines shows an increase in compliance, from 86% in 1996 to 98% in 1999. This reflects the success of the overall BMP program in raising the awareness of the forestry community to the importance of protecting the environment while conducting forest management activities.

The *State Forest* programs include the operations at Manchester and Sand Hills State Forests. Totalling 69,745 acres, the State Forests are managed for the benefit of the general public, forestry education and South Carolina's forest products economy. Funds were generated from forest product sales to cover 75% of the total State Forest budget. Twenty-five percent of the income generated at the state forests is paid to the county in which the funds are generated. During the 1998-1999 fiscal year, \$329,543 was paid to Chesterfield, Darlington and Sumter counties. This is an increase of \$543 over the previous fiscal year.

The *Nursery and Tree Improvement* program produces genetically improved forest tree seed and forest seedlings to support 25% of South Carolina's annual regeneration effort. Through one primary nursery in Edgefield County, a greenhouse complex in Sumter County, and a seed orchard in Jasper County, this program delivered 17,954,978 seedlings to forest landowners in South Carolina. The target was close to 27,000,000 seedlings but a combination of extreme weather patterns and storms early in the season destroyed nearly 9,000,000 seedlings. Growing 20 species of pine and hardwood, the Commission serves as a stabilizing influence by providing the public the highest quality genetically improved seedlings available on the market at a competitive price. Demand for seedlings continues to increase dramatically

each year as federal cost-share programs actively promote tree planting throughout the Southeastern United States.

The *Administration* function of the Forestry Commission supports the overall mission by supporting the agency's services and personnel, ensuring they possess the resources and tools to perform their jobs. The 24 FTE's in Administration represent 4.9% of the agency's workforce of 492 employees. Administration programs include administrative, financial management, human resource management, procurement, training, safety, and information technology. Administrative costs represent 5% of the agency's budget. Employee satisfaction is evident, as the Forestry Commission's employee turnover rate has averaged 3.5 percentage points under the state's average turnover rate for the past four years.

Total Quality Management continues to be given a high priority by the South Carolina Forestry Commission. The Department of Archives and History recognized our Records Retention Team as the 1999 Innovation Award winner for using TQM to develop and implement an effective records management program. Our Records Officer has been elected as the Regional Leader for the mid-state region of the SC Public Records Association. An Accounts Payable Team has been established to review process improvements to reduce voucher payment timeframes. Our agency Human Resources Director made presentations at the North Carolina Quality Conference and the South Carolina Human Resource Director's Conference on our process for developing a strategic plan. Agency employees continue to receive training in such courses as Fundamentals of 4th Generation Management, Tools and Techniques for Teams, Change Management, Facilitating Groups, Performance Measurement, Personnel Practices, and Supervisory Skills.

**SOUTH CAROLINA FORESTRY COMMISSION
ANNUAL ACCOUNTABILITY REPORT
Fiscal Year 1998-1999**

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STATE DOCUMENTS

MISSION STATEMENT

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PROGRAM STRUCTURE, PRIORITY RANKING, AND COST

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PRIORITY #1

Program - Fire Management

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$12,622,030	\$400,098	\$550,795	\$13,572,923

Program Goals:

To protect life, property, forest values, and related environmental values from wildfire through fire prevention, fire management education, and fire suppression.

Program Objectives:

- ◆ To prevent wildfire through education, law enforcement, and public awareness.

- ◆ To provide an uninterrupted positive point of contact for public reporting of wildfire.
- ◆ To provide a quick, effective, and appropriate firefighting response to wildfires occurring within SC.
- ◆ To facilitate and encourage the practice of safe prescribed burning in the interest of wildfire prevention, wildlife habitat improvement, and enhanced timber production.
- ◆ To develop and manage programs designed to minimize negative impacts of smoke on health, safety, and environmental values.
- ◆ To promote and support firefighting capabilities of rural fire departments through training, distribution of federal excess property, and administration of federal grants to fire departments.
- ◆ To provide trained, mobile, and self-sufficient emergency support to agencies responsible for non-fire emergencies.
- ◆ To develop and maintain cooperative wildfire management agreements with state and federal agencies in SC.

Performance Measures:

Outputs:

- ◆ Prosecuted 739 cases of illegal burning and performed 381 burn site inspections.
- ◆ Wrote 36 news releases, provided 202 news media interviews, and produced 17 art/graphic pieces to support SCFC programs.
- ◆ Provided continuous wildfire protection for 12,807,924 acres in SC; responded to 6,615 wildfires; held acreage burned to a statewide total of 35,156 acres. This results in a 5.3-acre average per fire, which is below the 5-year average of 5.7 acres.
- ◆ Received notification and issued authorization under SC Smoke Management Guidelines for 20,722 prescribed fires set for forestry, wildlife, and agricultural purposes. Received notification of 32,986 burns that are regulated under DHEC.
- ◆ Provided direct prescribed burning services on 10,811 acres; established 1,462 miles of firebreaks to support prescribed burning and fire protection.
- ◆ Conducted 4 Certified Prescribed Fire Manager schools each year located throughout the state certifying public and private land managers since its inception in 1994.
- ◆ Received 289,963 yard debris burning notifications, providing each caller with current local fire danger information.
- ◆ Located and acquired 239 pieces of federal excess equipment for assignment to rural fire departments; evaluated and approved federal grants totaling \$28,000 to 58 rural fire departments. This improves our fire fighting capability statewide.
- ◆ Continuously trained rural fire departments in wildfire behavior and suppression tactics.
- ◆ Provided aerial fire detection service to 809,407 acres of federal land under contract agreements.
- ◆ Auctioned equipment no longer suitable for firefighting, generating \$164,743.
- ◆ Replaced aging fire control equipment, to include 28 transport trucks, 4 truck-tractors, 7 utility vehicles, and 5 custom tilt trailers. Refurbished water handling equipment, low-boy trailers, and truck-tractor. Funding included \$2.0 million in recurring state monies and receipts from equipment auction.
- ◆ Maintained a firefighting fleet of 200 crawler tractors, 172 transports, 34 truck tractors & trailers, and 166 vehicles (pickups, vans, utility & misc. specialized vehicles).
- ◆ Recertified 10 SCFC mechanic shops.

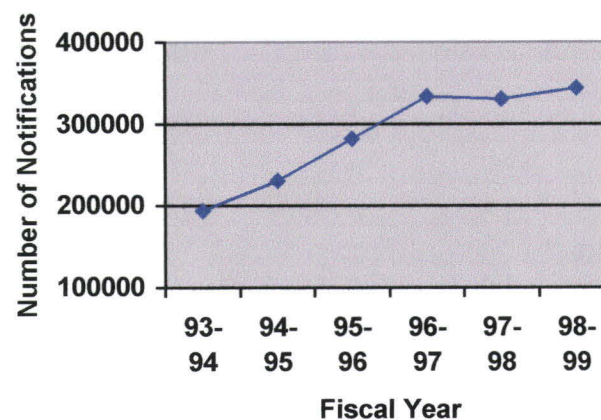
Efficiency:

- ◆ Provided statewide wildland fire protection at a cost of \$1.06/acre.
- ◆ Held the average acreage burned to less than 5.5 acres per wildfire. This statistic shows the average fire size did not increase significantly from last fiscal year even though the total number of fires increased by 4,672.
- ◆ Computer Aided Dispatch System (CADS) has been enhanced with computer hardware upgrades that provide 4 times the processing power and 10 times the network speed at each dispatch center (3) to increase the accuracy and reduce the time required locating burning notifications and wildfires.

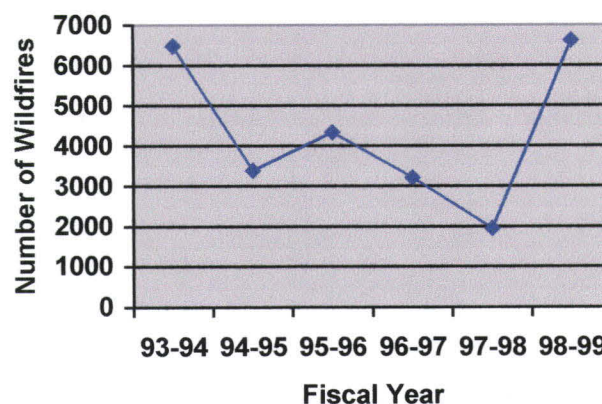
Outcomes:

- ◆ Fire management activities are heavily influenced by weather, especially during the critical months of January through April. Dry weather contributed to South Carolina having a higher number of wildfires than average.

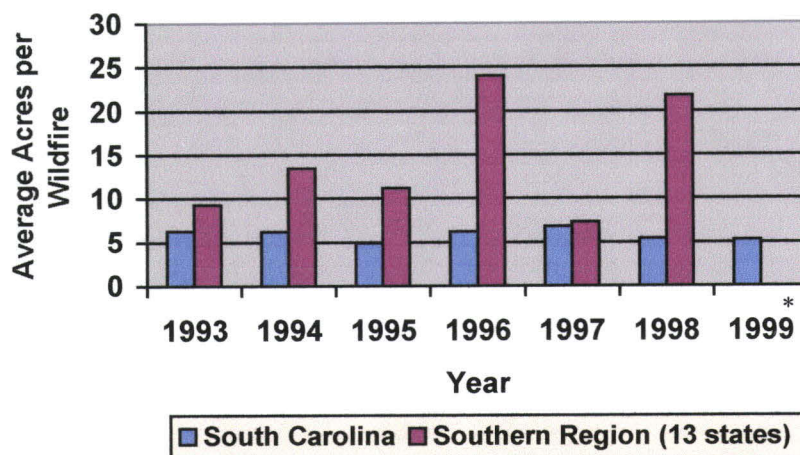
**Total Number of Burning
Notifications Received by SCFC**



**Total Number of Wildfires in
South Carolina**



Average Wildfire Size for South Carolina and the Southern Region



* Data not available for Southern region in 1999

PRIORITY #2

Program – Forest Management

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$3,133,213	\$1,374,887	\$676,035	\$5,184,136

Program Goal:

To promote the enhancement, health and sustainability of the South Carolina's forest resources, both urban and rural, and to encourage the economic development and multiple uses of these resources.

Program Objectives:

- ◆ To provide equipment and technology support to field locations to improve delivery of services.
- ◆ To administer federal and state reforestation cost-share programs for non-industrial private forest landowners.
- ◆ To develop forest management plans and provide timber-marketing advice for non-industrial forest landowners.
- ◆ To provide direct services for forest landowners that are not commonly available from the private sector such as prescribed burning, firebreak plowing, water bar construction, timber marking, and special equipment rental.
- ◆ To assist other state agencies in multiple-use management of state-owned forest lands.
- ◆ To monitor, detect, evaluate, and suppress forest pests in cooperation with the State Division of Plant Industry and the U.S. Forest Service.

- ◆ To collect forest health monitoring and forest inventory data in partnership with the U.S. Forest Service.
- ◆ To expand and develop the contribution forest resources, forest products, and forest product related businesses make to South Carolina's economy.
- ◆ To provide technical and financial assistance enabling communities and organizations to develop sustainable community forestry programs.
- ◆ To forge partnerships with other agencies and organizations with similar interests and increase awareness of the values and benefits of urban forestry resources through combined efforts.
- ◆ To advance the practice of professional tree care by providing training and continuing education opportunities for Arborists.
- ◆ To utilize partnerships and opportunities created by the program to increase the awareness of the importance of forestry in South Carolina among urban residents, students, and community leaders.

Performance Measures:

Outputs:

- ◆ Provided technical assistance to 897 landowners for reforestation cost-share programs totaling \$2,467,017. This resulted in 33,703 acres of unproductive forestland being reforested and 7,092 acres of forestland being improved for better growth.
- ◆ Provided 3,182 forest management plans covering 171,150 acres to non-industrial private landowners.
- ◆ Provided forestry services (firebreak plowing, prescribed burning, timber marking, and water bar construction) on 1,030 tracts. This returned \$290,995 to the SCFC for support of these programs.
- ◆ Assisted 6 other state agencies with timber sales generating \$802,195.00.
- ◆ Made 534 referrals where private sector was able to service landowners needs.
- ◆ Surveyed Southern Pine Beetle losses and found they were well below the 20 year average of \$7.8 million. SPB losses in SC for the fiscal year were \$3,320,000. However, the outlook for next year indicates an increasing outbreak of this insect statewide.
- ◆ Hired additional personnel (3 foresters and 3 technicians) with the goal to collect health monitoring and forest inventory data statewide on a 3-year basis.
- ◆ Maintained contact with 33 forestry-related businesses in recruiting industry to the state.
- ◆ Disseminated \$442,849 in Urban and Community Forestry grants money to county and local governments, non-profit organizations, and educational institutions to develop long-lasting urban forestry programs in their communities.
- ◆ Developed partnerships with 216 organizations to reinforce the benefits and importance of urban forest resources.
- ◆ Presented 74 urban forestry sponsored educational sessions to 3,274 participants.
- ◆ Sponsored Arbor Day Poster Contest in South Carolina that resulted in posters developed by 1300 fifth graders in 40 elementary schools.
- ◆ Sponsored Tree City USA programs in South Carolina and presented awards to 27 communities.
- ◆ Co-sponsored urban forestry conference with SC Urban & Community Forestry Council.
- ◆ Provided on-going training for new technology for all employees.
- ◆ Purchased 11 global positioning systems (GPS) and placed into operation at the field level.
- ◆ Installed computers at 4 project foresters' offices.

Efficiency:

- ◆ Added an average 3,721 acres per county of non-industrial private forestland under multiple-use management.
- ◆ Field offices have been given equipment (computers, GPS, etc.) to improve quality and accuracy of work.
- ◆ Each county will have one or more trained technicians to support delivery of services to landowners thus providing better utilization of professional personnel.
- ◆ Emphasis is on training and technology transfer to the field where landowners are served.
- ◆ Cooperation with Clemson Extension, other state and federal agencies, increases and eliminates duplication of services.
- ◆ Provided technical assistance on 36 new Urban and Community Forestry grants and continued assistance on 30 previous grants. Average grant is \$6,600.
- ◆ Each Urban forester (3) provided training and continuing education opportunities for approximately 1,376 people.

Outcomes:

- ◆ 33,703 acres reforested and 7,092 acres improved with cost-share programs, providing on-going assistance to 897 landowners in South Carolina.
- ◆ \$290,995 generated from forestry services to landowners.
- ◆ Southern pine beetle outbreak status reduced.
- ◆ An additional 171,150 acres of non-industrial private forestland placed under multiple-use management through commission foresters' efforts.
- ◆ 3 business assists resulted in new investment of \$3,550,000 and creation of 78 new jobs.
- ◆ Began collecting baseline information on urban forestry program development for 334 communities in South Carolina. This information will be updated each year and used to document increases in program development as a result of technical assistance and grant projects.
- ◆ Survey showed a 93% customer satisfaction rate with overall quality of the products and services provided by the Nursery Section of the SCFC.

PRIORITY #3

Program - Information and Education

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$583,797	\$ 7,682	\$ 73,730	\$665,210

Program Goal:

To promote forestry in South Carolina by informing and educating youth, teachers, forest landowners, and the general public on forestry practices and the importance of forestry to the State and to each citizen, and to provide quality forest recreation on Harbison Environmental Education Forest.

Program Objectives:

- ◆ To design and publish educational materials to be distributed to and utilized in schools.
- ◆ To conduct ongoing educational programs for youth and teachers via tours and/or other programs.
- ◆ To design and build exhibits for educational purposes.
- ◆ To design information resources for forest landowners.
- ◆ To utilize various media resources for informing and educating the public about forestry practices and the importance of forestry in South Carolina.
- ◆ To assist other agencies/organizations with environmental education programs.
- ◆ To continuously manage Harbison Environmental Education Forest as a demonstration forest and provide quality forest recreation.

Performance Measures:

Outputs:

- ◆ Designed and published Best Management Practices Braided Streams supplement, Southern Pine Beetle Incident Maps, SCFC Strategic Plan, Manchester State Forest Trail Guide and OHV Trail Guide, and revised Smoke Management Guidelines, Harbison Trail Guide, and Tree Care brochure.
- ◆ Expanded and updated the Forestry Commission's website, which went on line in 1997, to include comprehensive forestry information and information about the Commission's services.
- ◆ Designed and built 7 exhibits to be used statewide for forest education.
- ◆ Produced 2 new videos for training both internally and externally.
- ◆ Conducted 70 environmental education programs, serving 4,463 participants.
- ◆ Coordinated and/or conducted training for 924 schoolteachers through Project Learning Tree.
- ◆ Organized the South Carolina Teachers' Tour Coalition, which consisted of a three-day educational tour for 34 teachers.
- ◆ Assisted the Coalition of Natural Resources by training 16 foresters to help conduct Teaching KATE (Kids About The Environment).
- ◆ Wrote 19 news releases on forestry-related issues.
- ◆ Maintained and managed Harbison Environmental Education Forest for recreational and educational utilization. Maintenance consisted of 16 miles of trails and roads, 2 shelters, 2 rest rooms and an educational center for meetings.

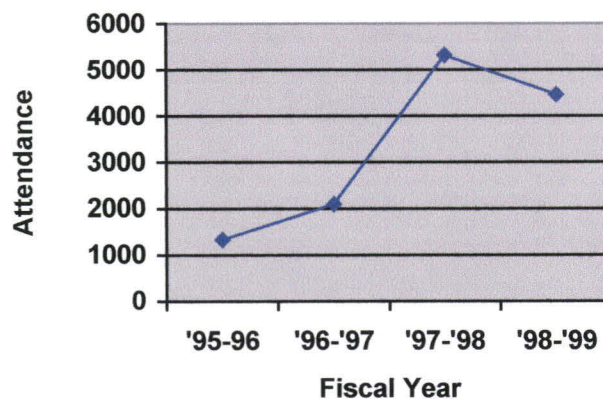
Efficiency:

- ◆ The Project Learning Tree budget of \$6,500 was contributed by forest industry.
- ◆ Expenditures relative to the three-day educational tour for teachers were paid by the South Carolina Teachers' Tour Coalition.
- ◆ Obtained a federal grant of \$6,000 for trail construction on Harbison Environmental Education Forest.
- ◆ Utilized volunteers (scouts) to build one trail bridge and one 40-foot boardwalk, installed four trail benches, planted 1,500 seedlings and constructed and installed three firewood shelters on Harbison Environmental Education Forest.
- ◆ Receipts pay all operating costs of Harbison Environmental Education Forest from forest product sales, rental and use fees. Twenty-five percent of receipts are paid to Richland and Lexington County.

Outcomes:

- ◆ Provided staff sections and field personnel with informational and educational resources for statewide promotional purposes. Significant increase in number of citizens reached with educational information.
- ◆ Distributed 32,000+ activity books about forest stewardship to elementary schools as requested.
- ◆ Increased the number of participants in educational programs by more than 38,000.
- ◆ An estimated 75,000 visitors utilized Harbison Environmental Education Forest for recreational purposes.
- ◆ SCFC website visited 98,509 times during past fiscal year.
- ◆ \$3,721 returned to Richland/Lexington school system from Harbison receipts.
- ◆ Handicapped access trail along with accessible restroom constructed with grant funds from SC PRT.

**Attendance of Environmental
Education Programs**



PRIORITY #4

Program – Law Enforcement

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$415,719	\$0	\$0	\$415,719

Program Goal:

To prevent forest fires, timber theft and fraud, and other forest-related violations through the prompt and thorough investigation and enforcement of forestry-related crimes.

Program Objectives:

- ◆ To ensure that all fires, timber theft, and related violations under SCFC jurisdiction are thoroughly investigated and violators are prosecuted where warranted.
- ◆ To promote ongoing educational programs with forest landowners, forestry operators, foresters, and SCFC personnel for the recognition and prevention of forest fire, timber theft and related illegal activities.
- ◆ To provide ongoing training to SCFC law enforcement officers in crime prevention and law enforcement procedures to include officer and citizen safety, updates on changes in laws, and special investigative techniques.
- ◆ To cooperate with other local, state, and federal law enforcement agencies in forest crime prevention and enforcement of forestry-related laws.

Performance Measures:

Inputs:

- ◆ 62 FTE's (57 limited-duty law enforcement officers and 5 full-time investigators).
- ◆ 5 law enforcement vehicles.

Outputs:

- ◆ Responded to 3,204 law enforcement calls. 57 SCFC limited-duty officers responded to 725 law enforcement calls (burn site inspections and smoke management investigations) and 5 full-time investigators responded to 59 law enforcement calls (timber theft).
- ◆ Conducted 8 timber-theft awareness programs for landowners, foresters, and forestry operators.
- ◆ Provided in-service and specialized training to SCFC officers.
- ◆ Trained, certified, and equipped new law enforcement officers.
- ◆ Organized timber security and theft prevention group consisting of representatives from federal, state, and local law enforcement and representatives of the timber industry.

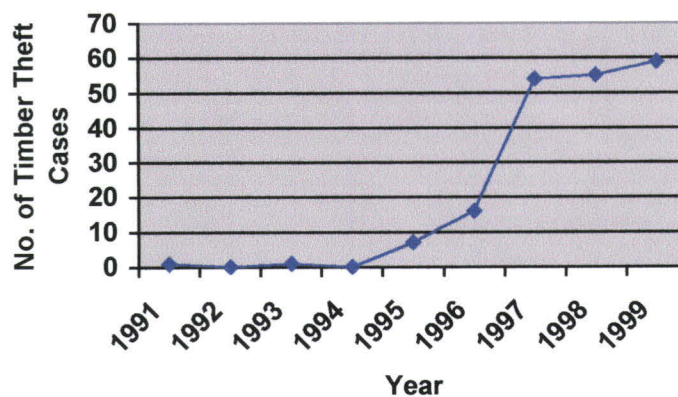
Efficiency:

- ◆ Responded to an average of 55 law enforcement calls per limited-duty law enforcement officer. Of the 3,145 responses made by 57 uniform officers, 381 resulted in issuing a burn site inspection, 739 resulted in a prosecution. 344 were smoke management investigations, which by law are investigated by SCFC officers and turned over to DHEC for prosecution or other action.
- ◆ Of 59 timber theft related cases, 56 were successfully closed, and 3 were still active investigations carried over to fiscal year 2000. Total value of the timber involved in these cases was approximately \$523,000.

Outcomes:

- ◆ Documented a dramatic increase in timber theft and related cases from 1 case in 1991 to over a hundred calls and complaints and 59 cases in 1999. During fiscal year 1999, SCFC investigators solved timber theft and related cases for a total value of \$372,740 and \$150,000 pending court pleas or settlements. This reflects on the success of the overall law enforcement program in raising the awareness of forest landowners, foresters, loggers, and others in the timber industry to the importance of sound marketing practices along with other methods of prevention against timber fraud and theft. This also reflects the success of the Commission's law enforcement program in our effort to become the lead agency for the enforcement and prevention of forest-related crimes.

**Increase in Timber Theft
Investigations**



PRIORITY #5

Program - Environmental Management

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$211,794	\$94,901	\$0	\$307,695

Program Goal:

To promote the environmental protection of forest and associated natural resources, including the protection of water quality, site productivity, endangered species, and unique ecosystems.

Program Objectives:

- ◆ To periodically assess existing Best Management Practices guidelines to determine if revisions are necessary in order to ensure that recommendations are based on the most current available data.
- ◆ To periodically monitor compliance with South Carolina's Best Management Practices guidelines on randomly selected sites in order to track trends in BMP implementation over time.
- ◆ To conduct ongoing educational programs for forest landowners, forestry operators, and foresters to promote compliance with South Carolina's Best Management Practices guidelines.
- ◆ To offer courtesy exams to forest landowners, forestry operators, and foresters in order to provide site-specific recommendations for forestry operations designed to proactively prevent non-point source pollution.
- ◆ To provide information to forest landowners, forestry operators, and foresters as needed in order to assist them in addressing endangered species issues relative to forestry.
- ◆ To pursue Memorandums of Understanding with other agencies sharing environmental protection interests as needed in order to strengthen working relationships and reduce duplication of effort.

Performance Measures:

Inputs:

- ◆ 4 FTE's.
- ◆ 3 Environmental Management vehicles.

Outputs:

- ◆ Worked with 362 timber-harvesting operations of which 99% met the Commission's BMP guidelines.
- ◆ Conducted 42 Best Management Practices (BMP) programs reaching 1,342 foresters/loggers.
- ◆ Provided in-house training for Environmental Management staff on endangered species biology and management.
- ◆ Inspected 200 sites to complete 4th round of measuring compliance with the Commission's BMP guidelines.
- ◆ Completed 20 endangered species site visits.

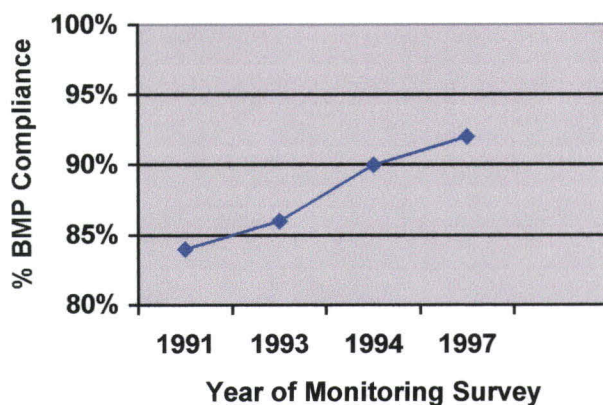
Efficiency:

- ◆ Worked with an average of 120 timber-harvesting operations per BMP Forester per year.
- ◆ Averaged conducting 4 BMP programs per month with an average attendance of 32 people per meeting.
- ◆ Made a total of 1,924 Environmental Management Program assists. This is a 4% increase over last fiscal year.

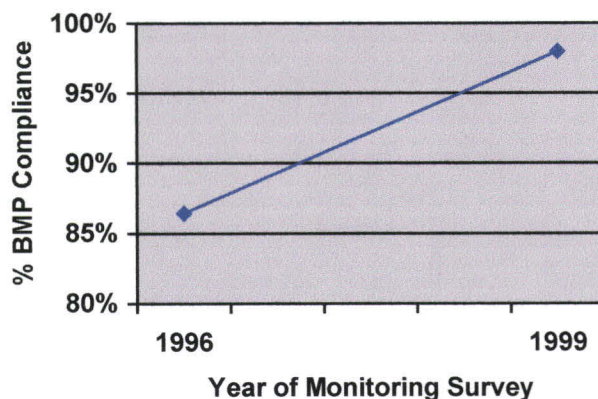
Outcomes:

- ◆ Documented an increase in compliance with the Commission's BMP guidelines for timber harvesting from 84% in 1991 to 92% in 1997 and an increase in compliance site preparation BMP's from 86.4% in 1996 to 98% in 1999. This reflects on the success of the overall BMP program in raising the awareness of forest landowners, foresters, and loggers to the importance of protecting the environment while conducting forest management activities.
- ◆ BMP manual was reprinted for the third time and a supplemental manual for braided streams was published and distributed.

**Compliance with SCFC
Harvesting Guidelines**



**Compliance with SCFC
Site Prep Guidelines**



PRIORITY #6

Program - State Forests*

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$357,163	\$0	\$1,414,641	\$1,771,804

Program Goal:

To manage, on a sustainable basis, Manchester and Sand Hills State Forests, composed of 69,745 acres of land, for the benefit of the general public.

Program Objectives:

- ◆ Through multiple-use forest management, utilize state forest lands as demonstration areas for forestry, wildlife, and recreation while maintaining a balance between environmental and economic values.
- ◆ Generate from forest products sales and recreational fees, funds to cover Manchester State Forest operational expense.
- ◆ Maintain Sand Hills State Forest as a 100% self-supporting forest management demonstration program.
- ◆ Provide twenty-five percent of gross receipts from each state forest to the county in which the funds are generated, in lieu of property taxes.

Performance Measures:

Inputs:

- ◆ 25 FTE's.
- ◆ 10 bulldozers, 7 heavy equipment transports, 2 motor graders, 3 dump trucks, 2 front end loaders/backhoes, 6 wheel tractors, 5 tree planters, 22 vehicles.
- ◆ 2 office/maintenance shop/storage complexes.

Outputs:

- ◆ Generated \$1,318,172.00 in revenue from forest product sales (timber, pulpwood, pine straw and recreational fees).
- ◆ Prepared 2,464 acres for harvesting.
- ◆ Site prepared 1,320 acres on which 919,000 seedlings were planted.
- ◆ Managed 58,000 acres for wildlife (game and non-game) under the states wildlife management area program (WMA).
- ◆ Continue developing the Cooper Black Field Trial and Recreation Area.
- ◆ Prescribe burned 6,000 acres for timber and wildlife habitat enhancement.
- ◆ Protected and enhanced 46,000 acres for rare, threatened and endangered species of plants and animals (principally the Red-Cockaded Woodpecker).
- ◆ Maintained and improved 250+ miles of road.

- ◆ Maintained 124 miles of hiking, biking, horse, and motorcycle trails for public use.
- ◆ Managed 5,500 acres of quality pine straw production sites.
- ◆ Managed 9,568 acres intensively for various types of public recreation i.e., organized trail rides (horse, motorcycles and bikes).
- ◆ Supported 5,000+ known recreational visits.

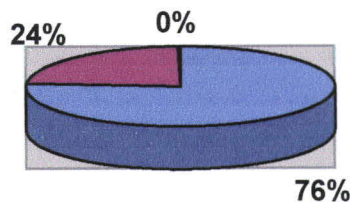
Efficiency:

- ◆ Because 76% of the total budget is generated from forest product sales, the average cost of a state forest FTE (from state funds) is \$10,430.
- ◆ Received state appropriated funds to cover 24% of total budget.
- ◆ Generated \$329,543.00 (25% gross receipts from forest product sales) for local schools (Chesterfield, Darlington and Sumter counties) in lieu of property taxes.

Outcomes:

- ◆ Supported local and statewide economies through sustainable forest product harvests on a year-round, all weather logging land base.
- ◆ Created a wide variety of public recreation opportunities.
- ◆ Supported forest management, wildlife and endangered species management demonstration areas.
- ◆ Produced clean air and water.

**Funding Sources for State Forests,
including Cooper Black Field Trial
Area**



■ Other Funds ■ State Funds □ Federal Funds

PRIORITY #7

Program – Nursery and Tree Improvement

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$301,935	\$211,399	\$1,143,245	\$1,656,579

Program Goals:

To annually produce sufficient quantities of genetically improved forest tree seed and forest seedlings in order to entertain 25% of South Carolina's annual regeneration effort.

Program Objectives:

- ◆ To produce a volume of pine and hardwood genetically improved bareroot forest tree seedlings of the highest quality for the regeneration effort on industrial and non-industrial lands of South Carolina.
- ◆ To produce a volume of pine and Christmas tree containerized forest tree seedlings of the highest quality for the regeneration effort on the industrial and non-industrial lands of South Carolina.
- ◆ To produce or acquire a volume of pine and hardwood seed in order to produce genetically improved and native source forest tree seedlings for the regeneration effort on the industrial and non-industrial lands of South Carolina.

Performance Measures:

Input:

- ◆ 16 FTE's.
- ◆ 11 passenger vehicles, 18 tractors, 1 truck tractor/seedling van, 1 motor grader, 1 bulldozer, 2 forklifts, 1 front-end loader, 2 dump trucks, 3 misc. utility vehicles.
- ◆ 3 production facilities: Taylor Nursery in Edgefield County, Creech Orchard & Greenhouse in Sumter County, Neiderhof Seed Orchard in Jasper County.
- ◆ 3 satellite seedling distribution facilities in Walterboro, Sumter, and Spartanburg.

Outputs:

- ◆ Produced, sold and delivered 17,954,978 seedlings to industrial and non-industrial landowners for the regeneration effort in South Carolina.
- ◆ Of the 17,954,978 seedlings sold, 16,493,462 were pine seedlings, 88,470 were hardwood seedlings, 178,089 were Christmas tree seedlings, 1,172,100 were Attaway Lespedeza, and 22,857 were wiregrass. 100% of the loblolly pine seedlings were 2nd generation genetically improved seedlings.
- ◆ Produced an average annual amount of 4,500 pounds of 2nd generation genetically improved loblolly pine seed and 3,000 pounds of regular longleaf pine seed over a four-year period for seedling production or seed sales.
- ◆ Established and maintained 238 acres of progeny test material in order to continue cooperative research with Auburn and North Carolina State Universities.
- ◆ Began site preparation on 40-acres expansion to nursery facility.

- ◆ Co-located one distribution center with regional office complex.

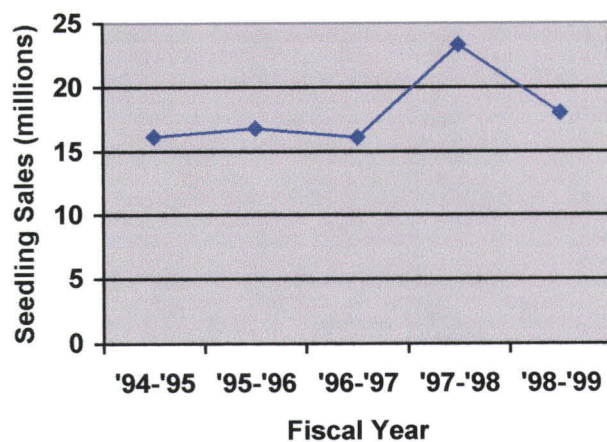
Efficiency:

- ◆ Produced approximately 25% of the forest tree seedlings sold in South Carolina to industrial and non-industrial landowners for the regeneration effort.
- ◆ Produced 20 species of pine and hardwood seedlings for an average cost of \$70.52 per thousand seedlings.
- ◆ Delivered on an average weekly basis 1,683,651 bareroot seedlings to the general public through distribution centers during the lifting, packing, and shipping season.
- ◆ Improved effectiveness of staffing and distribution of seedlings by co-locating one distribution with a regional complex.

Outcomes:

- ◆ Documented an increase in demand for forest tree seedlings over the past five years from 16,153,974 in 1994-1995 to 17,954,178 in 1998-1999. Severe weather conditions caused a loss of 9 million seedlings in FY 98-99.
- ◆ Survey results show that 93% of customers were satisfied with the quality of the products and services provided by the Nursery Section of the SCFC.

Forest Tree Seedling Sales



PRIORITY #8

Program – Administration

Program Cost:

<u>State Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
\$1,325,441	\$0	\$4,400	\$1,329,841

Program Goals:

To direct the administrative, financial management, human resource management, procurement, training, safety, and information technology programs of the Commission in support of agency services and personnel ensuring they possess the resources and tools to perform their jobs so that the mission of the South Carolina Forestry Commission can be accomplished.

Program Objectives:

- ◆ To provide staffing levels and an organizational structure that ensures the Commission has the resources to supply needed services to our customers.
- ◆ To provide training opportunities to Commission personnel so that we will possess a well trained, qualified staff capable of delivering quality customer services.
- ◆ To implement the practice of Total Quality Management at all levels of the Forestry Commission.
- ◆ To provide a safe work environment for all Commission employees.
- ◆ To provide opportunities for employee career advancement.
- ◆ To acquire goods and services for the Commission in a timely, cost-efficient manner, while meeting our required standards of safety and quality.
- ◆ To ensure that the Commission buildings, property and personnel are covered with sufficient insurance to cover tort liability, building or property losses.
- ◆ To implement and utilize appropriate technology to improve the efficiency of Commission personnel and provide improved services to our customers.
- ◆ To provide responsible financial management of all Commission resources, state, federal and other funds.
- ◆ To ensure that the Commission operates in a manner that complies with all applicable state and federal laws, regulations and procedures.
- ◆ To provide retirement counseling and assistance for both service and disability retirements.
- ◆ To ensure SCFC operated aircraft are covered with sufficient liability insurance.

Performance Measures:

Inputs:

- ◆ 24 FTE's in the Division of Administration. This is 4.9 % of the agency responsible for serving a workforce of 492 FTE's, internal customers, and external customers including the State Legislature, multiple state and federal government agencies, vendors, suppliers, agency retirees, job applicants and members of the public who have administrative business with the Forestry Commission.

Outputs:

- ◆ Hired 38 employees.
- ◆ Processed an average of 30 Temporary employees per month.
- ◆ 8 employees attended the Fundamentals of 4th Generation Management training.
- ◆ Employees receive on-going training in such courses as Tools and Techniques for Teams, Change Management, Facilitating Groups, Performance Measurement, Personnel Practices, and Supervisor Skills.
- ◆ Filed 39 Workers' Compensation claims.
- ◆ Held 8 benefits training sessions.
- ◆ Procured goods and services valued at \$7,031,654.85 in FY 98-99.
- ◆ Purchased 3,909 items through the State Procurement VISA Card program in FY 98-99.
- ◆ Awarded 196 procurement contracts/purchase orders and 227 other purchase approvals.
- ◆ Insured property valued at \$19,324,269 in FY 98-99 (an increase of \$964,071 over FY 97-98).
- ◆ Processed 9,707 vouchers.

Efficiency:

- ◆ Safety Committees continue to better train and educate our employees on workplace safety.
- ◆ Workers' Compensation Experience Modifier remains approximately 0.76, one of the lowest in state government.
- ◆ Agency-wide uniform program eliminated the need for inventorying and warehousing of uniforms.

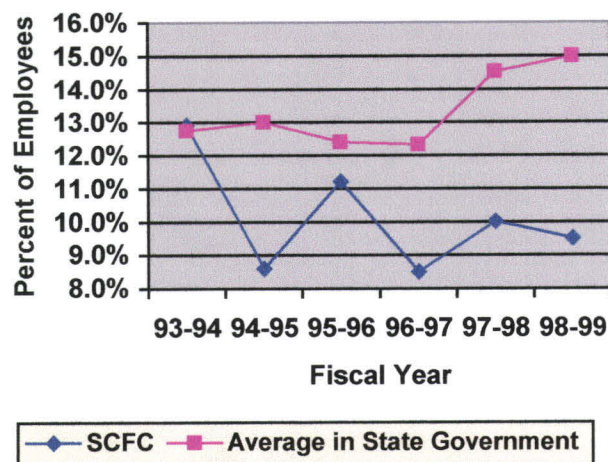
Outcomes:

- ◆ Provided benefits training to 42% of Forestry Commission employees, resulting in an increased knowledge and awareness of available benefits.
- ◆ Tuition Assistance Program is on going.
- ◆ Continued reducing costs for equipment and supplies by utilizing competitive procurement procedures.
- ◆ Received State Auditors report with no adverse findings for the third year in a row.
- ◆ Reduced the number of vouchers from 10,635 to 9,707 as a result of implementation of the State Procurement Card Program.
- ◆ Maintained accountability for \$24,903,907 in state, federal and other funds.
- ◆ Received positive annual procurement audits, resulting in an increase of our in-house procurement limits from \$25,000 to \$50,000.
- ◆ Classification and Compensation: 17 performance pay increases, 3 bonuses, 2 retention increases, 8 promotions, 3 additional skills/knowledge increases, 29 reclassifications, 22 additional duties/responsibilities increases.
- ◆ Service Awards: 54 State certificates and pins awarded, 84 SCFC Certificates awarded.

Quality:

- ◆ Records Retention Team recognized by the Department of Archives and History as the 1999 Innovation Award winner.
- ◆ SCFC Records Officer has been elected as the Regional Leader for the Mid-State Region of the SC Public Records Association.
- ◆ An Accounts Payable Team has been established to review process improvements to reduce voucher payment timeframes.
- ◆ The Long-Range Strategic Plan is being implemented.
- ◆ Continue assisting the Pee Dee Quality Network, an organization representing 16 agencies in the Florence area working together to increase awareness of quality management principles and demonstrating their applicability to the public sector.

Employee Turnover Rate



SCFC Administrative Costs Compared to Overall Budget

